United Nations A/63/359

General Assembly

Distr.: General
17 September 2008

Original: English

Sixty-third session
Item 121 of the provisional agenda*
Programme budget for the biennium 2008-2009

Revised estimates relating to the programme budget for the biennium 2008-2009 under sections 3, 17, 18, 20, 21, 27, 28C, 28D, 28E, 28F, 28G, 33 and 35 related to business continuity management

Report of the Secretary-General

Summary

The present report is submitted pursuant to paragraph 2, section VII, of its resolution 62/238, in which the General Assembly requested the Secretary-General to submit to it at its sixty-third session a comprehensive report on business continuity, including in the event of a pandemic, that is complementary to and compatible with the wider enterprise resource planning and information and communications technology reform, and to include information on the status of implementation of measures taken in that regard.

The United Nations faces new risks that were not present 10 years ago. Its size and level of complexity make the Organization highly vulnerable to potentially serious disruptions of critical business processes across its various locations. If they remain unattended, these risks could have dire consequences for the Organization's operations and the constituencies it serves. It is imperative, therefore, that the Organization be prepared to continue its critical operations at all times, including when facing serious incidents or interruptions.

The present report proposes the implementation of business continuity management in all offices of the United Nations Secretariat, including offices away from Headquarters and regional commissions. It also identifies the links with ongoing reform initiatives, in particular the enterprise risk management and internal control framework and the information and communication strategy for the United Nations Secretariat.

The action required of the General Assembly is set out in chapter X of the report.

* A/63/150 and Corr.1.

08-50913 (E) 131008

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I. Introduction

1. The emergence of a virulent strain of avian influenza known as A(H5N1) put the world on alert for a new human influenza pandemic and triggered United Nations preparedness actions. In September 2005 a United Nations System Influenza Coordinator was appointed to develop and implement a comprehensive and unified strategy for the United Nations system globally on pandemic influenza prevention, preparedness and response, and to improve efforts to control avian influenza.

2. During the first months of 2006, in order to ensure the preparedness of the Secretariat and the funds, programmes and liaison offices in New York, the Office of the New York Influenza Pandemic Coordinator was created. Given the characteristics of the potential impact of a pandemic (protracted nature, long duration, societal impact and staff absenteeism) the need to look at business continuity was acknowledged by the Organization and a small Business Continuity Management Unit was established following a decision made by the Senior Emergency Policy Team during the first quarter of 2007. The Business Continuity Management Unit was located within the Office of Central Support Services, Department of Management, and was tasked to ensure the viability of business continuity planning of the United Nations Secretariat, offices away from Headquarters and regional commissions in case of a pandemic and other emergency situations, and for coordinating business continuity planning with the United Nations organizations located in New York.

3. The funding for the initial activities was accommodated under the discretionary authority granted to the Secretary-General in resolution 60/283, following which a report (A/62/328) was submitted to the General Assembly presenting revised estimates relating to the proposed programme budget for the biennium 2008-2009 under section 17, Economic and social development in Africa, section 20, Economic and social development in Latin America and the Caribbean, section 21, Economic and social development in Western Asia, section 27, Public information, section 28C, Office of Human Resources Management, section 28E, Administration, Geneva, section 28F, Administration, Vienna and section 28G, Administration, Nairobi, to ensure operational preparedness and business continuity in a protracted human influenza pandemic crisis at Headquarters, offices away from Headquarters and regional commissions.

4. Having considered the report of the Secretary-General (A/62/328), the Advisory Committee on Administrative and Budgetary Questions noted in its report (A/62/7/Add.2) that a number of initiatives were being undertaken by the Secretariat in related areas and that a comprehensive review of business continuity requirements should be carried out, covering all areas, including those related to the human influenza pandemic, as well as those related to disaster recovery and business continuity in the area of information technology described in the report of the Secretary-General on the question (A/62/477).

5. The General Assembly, having considered proposals of the Secretary-General and the report thereon of the Advisory Committee took note of the report of the Secretary-General and requested a comprehensive report on business continuity, including in the event of a pandemic, that is complementary to and compatible with

the wider enterprise resource planning and information and communication technology reform to be submitted at the sixty-third session of the Assembly.

II. Background

6. Many human lives are dependent upon the ability of the United Nations to discharge its mandates effectively. Interruption of its operations can have dire consequences for the Organization's operations and its constituencies. Consequently, it is imperative that the Organization be prepared to continue its critical operations at all times, including when facing critical incidents or interruptions that can result from a number of accidental, malicious or environmental events such as: (a) terrorist attacks; (b) sudden-onset disasters (e.g., flooding, earthquakes, hurricanes); (c) fire; (d) power outages; (e) armed conflict/civil unrest; (f) organized or deliberate disruptions; (g) system and/or equipment failures; (h) human error.

7. The nature of risks faced by the United Nations has changed in the past decade owing in part to climate change, globalization, the current geo-political order, and a growing dependency on highly technological systems. Recent emergencies, including localized sudden-onset disasters, technological failures and military or terrorist-related incidents have increased the need to strengthen business continuity management programmes beyond existing crisis management plans and disaster management activities. In the current environment, it is imperative that not only the essential operations of the Organization be continued when faced with a serious event, but that the risks themselves, and potential losses, be minimized through the mainstreaming of enterprise risk management practices within the strategy of the Organization.

8. In terms of risks, contemporary society faces conditions that can be qualified as exceptional: the threat of transnational networks of terrorist groups that have global reach and make common cause to pose a universal threat and can make even the most powerful nations feel vulnerable. As mentioned in the June 2008 report of the Independent Panel on Safety and Security of United Nations Personnel and Premises Worldwide, entitled "Towards a Culture of Security and Accountability", "the explicit targeting of the United Nations by terrorist groups represents a sea-change among the threats the Organization faces at present and will continue to face in the foreseeable future" (para. 60). The events of 11 September 2001 in the United States of America and the attacks on the United Nations facilities in Iraq in 2003 and in Algeria in 2007 underscore the need to change the way the United Nations thinks about business interruption risks.

9. These and other risks are among a continually challenging profile of risks that have financial implications as well as a strategic and operational impact. The varied nature of threats faced by the Organization determines the need for a multi-hazards approach to business continuity management.

10. Business continuity management is an important business practice and should constitute one of the elements supporting the delivery of United Nations mandates, including ensuring health, safety and security of its staff. Business continuity management is fundamental to reducing organizational risk and loss of reputation in case of business interruptions.

11. On the basis of the pandemic preparedness planning process and the mission-critical functions decided upon by the Crisis Operations Group, the United Nations Secretariat agreed on the following overarching critical organizational functions that need to be maintained at all times:

- Protecting staff and physical assets
- Enabling the work of the Security Council and the General Assembly
- Enabling the work of the Secretary-General
- Making operational and policy decisions (e.g., for peacekeeping and humanitarian operations)
- Ability to communicate internally and externally (with other organizations and with governments)
- Ability to make important financial transactions.

12. The scope of the present report applies to all offices of the United Nations Secretariat, including offices away from Headquarters and regional commissions and to any situation that may affect the Organization which could result in the interruption of business processes due to:

- Loss of staff
- Interruption of mission-critical systems
- Denial of access to or loss of buildings
- Loss of vital records
- Loss of vendors' services.

13. Departments that manage large field operations and have an international presence — Department of Peacekeeping Operations, Department of Field Support and Office for the Coordination of Humanitarian Affairs — need to make the necessary institutional arrangements to ensure that the Organization's overall strategy on business continuity management is undertaken in all field locations.

14. The Business Continuity Management Unit will lead the business continuity effort, provide guidance and help to ensure internal coherence and coordination among the various organizational units. A Secretariat-wide standard planning methodology will be developed and promoted in close cooperation with the New York-based funds and programmes and the offices away from Headquarters.

III. Business continuity management

A. Definition of business continuity management

15. Business continuity management may be defined as a holistic management process that identifies potential impacts threatening an organization. It provides a framework for building resilience and the capability for an effective response that safeguards the interest of its key stakeholders, reputation, brand and value-creating

activities.[1] In short, business continuity management is a management process that strengthens an organization's ability to respond to risks and to maintain continuity of critical business processes at a minimum agreed level following disruptive events. Disruptive incidents can have catastrophic effects and their sources are multiple. They can be natural events, technological, industrial or public infrastructure events, or civil and political events.

B. Why implement business continuity management?

16. The United Nations with its broad mandates has a responsibility to continue delivering essential services. However, the Organization is constantly at risk of disruptions due to information technology systems failure, natural hazards, civil strife or other threats. Implementing business continuity management will ensure that the impact of such disruptive events on the Organization will be minimized, and that it will recover from a potential interruption of business more easily. It will further ensure that business continuity activities are conducted in a planned and systematic way within the Organization. Business continuity management establishes an overall framework, within which the operational continuity capabilities of the Organization can be carried out. Specifically, business continuity management will assist the Organization with:

(a) Maintenance and recovery of critical business processes after a disruptive event;

(b) Keeping the impact of disruptive events on day-to-day business to a minimum;

(c) Protection of the reputation of the Organization through continuity of services that the United Nations is expected to deliver under all circumstances.

17. In summary, business continuity management identifies those overarching organizational functions on which an organization depends for its operations and identifies how these functions can be continued. Business continuity management enables an organization to implement and plan for mitigating activities, necessary to protect its staff, premises, technology, vital records and stakeholder reputation before a serious disruptive event occurs.

C. Evolution of business continuity management in the global industry

18. In the 1980s, information technology departments of businesses in the private sector started to develop disaster recovery planning. The main focus of disaster recovery was on the recovery and restoration of critical data following disruptive events. During the 1990s, several events involving terrorist acts, such as the Bishopsgate bombing in London (1993) and the sarin gas attack on the Tokyo metro (1995), pressured the private sector to engage further in disaster preparedness. These events highlighted the fact that the potential loss of data was only a portion of the risk that needed to be addressed. Businesses now had to prepare for potential

[1] See BS25999-1, British Standards Institution, "Code of practice for business continuity management".

loss of personnel, office premises and revenue. Business continuity management evolved as a discipline from disaster recovery planning to address not only disaster recovery, but also continuation of critical business functions.

1. Business continuity management in the private sector today

19. Over the past few years, major disruptive events, such as the terrorist attack of 11 September 2001 in the United States of America, the bombings of 7 July 2005 in London, and increasingly extreme weather conditions, have led to an increase in business continuity management and a more rigorous and robust planning in the private sector to address problems of wider geographic scope and longer duration than those previously addressed. In response to a recent survey (January 2008), 47 per cent of managers of companies reported that their organization had a specific business continuity plan. The use of business continuity plans, however, seemed to vary widely between industry sectors; while 89 per cent of managers in the finance and insurance sector and 83 per cent in the utilities sector reported that they had business continuity plans, only 43 per cent of managers in the service sector and 33 per cent in the information technology sector so reported.[2] Besides the increase in the need for business continuity management through a changing environment, the decision to implement business continuity management is often also forced upon private sector organizations, for example, via government legislation, insurance requirements, or the threat of litigation by third parties, making managers personally responsible to take action. The private sector generally follows business continuity standards, such as the ISO 27002[3] and the BS25999[4] when adopting enterprise-wide business continuity management. Based on these standards, private sector industries are expected to continually maintain their ability to recover and resume critical business functions in a timely manner, and routinely test their business continuity management arrangements. Additional industry practices include integration of business continuity planning into every business decision, incorporation of business continuity management responsibilities in personnel evaluations, implementation of a business continuity management team, and performance of regular audits and tests of the business continuity plan. Private sector organizations currently agree that implementing business continuity management can have many benefits, such as obtaining a deep understanding of the organization, managing operation disruption as and when it happens, and enhancing its reputation as a competent and well-managed organization and its competitive advantage in the aftermath of an incident.

2. Business continuity management in the public sector

20. Also motivated by the above-mentioned crisis events, various Governments around the world have established comprehensive national policies on business continuity (sometimes also referred to as "continuity of operations" in the public sector) as a way to ensure the continuing performance of national essential functions under all conditions, to provide leadership and to enhance public confidence.

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[2] Business Continuity Management 2008, Civil Contingencies Secretariat, United Kingdom Cabinet Office.

[3] International Organization for Standardization ISO 27002 is a code of practice for information security, officially titled "Information technology — security techniques — Code of practice for information security management". It details specific security controls which may be applied to secure information and related assets.

[4] See note 1.

Although the private and public sector differ in goals and functions, the need for continuity of operations has been repeatedly proven, regardless of the organization's size or mission. For that reason, business continuity management should be applied by all organizations. Various countries in Asia, Europe, North America and elsewhere have adopted business continuity management strategies and policies, have developed standards, and have mandated the implementation of business continuity management in all public sector departments and agencies for all functional areas. Those actions have in some cases been spearheaded by the threat of a pandemic influenza that became evident in 2005. Public organizations have also become the advocates and promoters of business continuity management encouraging its implementation by public and private sector organizations as a strategy to build more resilient societies.

D. Elements of business continuity management

21. The central elements of risk management are incident management, including the immediate crisis response, business continuity and disaster recovery. Business continuity is detailed in business continuity plans tailored to the needs of an organization. Business continuity planning entails five main steps:

1. Project initiation and policy establishment;
2. Risk assessment;
3. Business impact analysis;
4. Mitigation strategy development;
5. Plan implementation, testing and maintenance.

Step 1

22. When adopting a business continuity management initiative, the first activity is to agree on the business continuity management policy within the organization and to elicit support from senior management for the project. To aid the endorsement of the project by senior management, a policy statement should be developed and endorsed and should describe the scope, aims and objectives of business continuity management in the organization and the activities that will be undertaken to deliver them.

Step 2

23. Once an organization has agreed on a business continuity management policy, the next step is to undertake a business continuity risk assessment. In the context of business continuity management, a risk assessment of the natural, political, social and technological environment will identify a variety of risks present at a business location that could cause a business interruption and will assess their likelihood of occurrence and impact. By assessing those risks, an organization is able to prioritize its risk mitigation activities and to focus resources in the right areas and in the context of the organization's mandate. The business continuity risk assessment would occur within the broader framework of enterprise risk management and will be developed through a consultative process, taking into account the risk assessments undertaken in other areas of the Secretariat, such as security or

information technology. Additional risk assessments may be undertaken to fill any gaps in terms of scope or detail. The associate risks are rated and ranked based upon their likelihood and impact, following the practices of the enterprise risk management framework of the organization.

Step 3

24. A business impact analysis identifies the urgency of each business process by assessing the impact over time of interruption, using a number of impact indicators. The aim of the analysis is to identify critical business processes where interruptions could have costly or otherwise damaging implications for the organization and where the continuation of business processes would therefore be given high priority when risks are realized. A thorough business impact analysis will be carried out with only the most operative departments of the Organization, such as finance, human resources, facilities and procurement. Other sections of the Organization will also need to identify their critical business processes, but will not have to link them with detailed tangible and intangible impact indicators.

Step 4

25. After the identification of critical business processes that need to be recovered in case of a disruptive event, an organization should consider developing appropriate strategies for the continuation of those critical processes. When deciding on the most appropriate strategies, factors, such as the maximum tolerable length of disruption of the critical process, and the costs of the implementation of the strategy need to be considered. In general, there are four main mitigation strategies: workarounds (i.e., manual methods or use of alternative systems); devolution or transfer of business processes; telecommuting; and establishment of an alternative office site. Depending on the type of risks faced, mitigation strategies might differ.

Step 5

26. In this final stage of the business continuity management process, the focus lies on the development and implementation of appropriate business continuity plans to ensure that critical business processes can continue in the case of an interruption and that managers and staff are well prepared and trained to respond to business risk scenarios. There is a need to train those responsible for implementing business continuity management, those responsible for acting in the event of disruption and those who will be impacted by the plan. While the training can be delivered in many ways, the staff responsible for implementation of business continuity management may require extensive training, whereas staff members with no direct responsibility may simply need to be made aware of the business continuity management initiative. Training activities will ensure that staff are adequately prepared for events that can be a challenging experience and will also gain their commitment and conviction that they have an important role to play in maintaining the organization's critical functions. This stage is also concerned with testing the business continuity plan to identify potential gaps and weaknesses of the business continuity management strategies. It is not only the responsibility of an organization to put a plan in place, but also to ensure that the plan is reviewed regularly and kept up to date. A plan cannot be considered reliable until it is tested. Testing specific procedures outlined in the business continuity plan requires close coordination between the different organizational departments and premises,

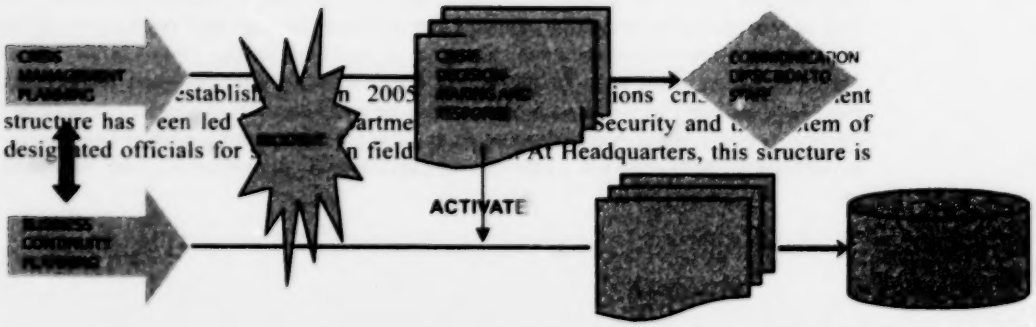
information technology and other support structures. Finally, a maintenance programme for the business continuity plan is put in place at this stage.

27. The key for successful implementation of business continuity management in an organization is embedding it in the organization's corporate culture, which also helps to build confidence with stakeholders in the capability of the organization to effectively respond to serious disruptions.

E. Crisis management and business continuity management

28. Crisis management details an organization's immediate crisis response with the objective of quickly gaining control of a crisis situation. Business continuity describes how business departments of an affected organization go about resuming their business operations. The crisis management plan and business continuity plan differ regarding their scope and the use of scenarios. The crisis management plan deals with incidents that pose threats to the safety and security of an organization's staff and assets and addresses specific types of crises, as the actions needed to manage one type of crisis could be quite different from the actions needed to manage a different type. The principal purpose of the crisis management plan is the preservation of life and property. A business continuity plan, on the other hand, focuses on incidents that cause disruption of an organization's critical business processes and is not based on different scenarios, as it adopts a multi-hazards approach. It details critical activities to be followed in the case of a disruptive event with the aim of stabilizing and continuing the organization's critical business functions.

29. The graphic below demonstrates the activation of the crisis management response and business continuity on a timeline. After a disruptive event, the crisis management response is activated first and takes care of the most important aspects of staff safety and protection of organizational assets. After the initial crisis response, a decision is made on the activation of the business continuity plan. If an event is expected to disrupt the organization's critical functions for a certain time, the business continuity plan will be activated to ensure maintenance of those critical functions.



led by the Senior Emergency Policy Team, chaired by the Chef de Cabinet at the policymaking level and the Crisis Operations Group, chaired by the Under-Secretary-General for Safety and Security, at the operational level. The terms of reference of the Senior Emergency Policy Team and Crisis Operations Group are contained in annexes I and II, respectively. In case of a crisis, the Crisis Operations Group will activate the crisis management plan to provide an adequate response and protect the staff and assets of the Organization. If the scope of the crisis causes serious disruption of operations, the Crisis Operations Group, in consultation with the Senior Emergency Policy Team, will invoke the activation of the business continuity plan.

F. Business continuity management in the United Nations system

31. For many years, business continuity was considered only superficially by the United Nations system. However, together with mounting interest in the public and private sector, the interest in business continuity management also grew within the United Nations, particularly in the areas of safety and security, information technology and facilities management. Several United Nations system agencies have adopted business continuity management and have endorsed policy statements. Relevant private sector companies have cooperated with some of the organizations in the United Nations system. The World Food Programme (WFP), the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP) and the United Nations Population Fund (UNFPA), for example, have started to engage with different institutions from the banking sector to help them to develop a multi-hazards business continuity management methodology. The Board of Governors of the World Bank approved the implementation of a business continuity programme as early as December 2002 and has since conducted a risk assessment and a business impact analysis (by external consultants) and implemented business continuity plans. WFP and UNICEF have finalized development of robust business continuity plans (including risk assessment and business impact analysis) for their headquarters locations. Recently, UNICEF, UNDP and WFP have joined forces in a global roll-out of business continuity management in the form of workshops, seeking to implement business continuity plans in all their country offices. UNFPA is working on the implementation of business continuity management at its headquarters. The business continuity management methodology used by the United Nations agencies is constantly evolving, based on lessons learned. More and more bodies in the United Nations system are voicing interest in adopting business continuity management and are approaching those agencies that are early implementers of the initiative.

G. Business continuity management at New York Headquarters, offices away from Headquarters and regional commissions

32. A small Business Continuity Management Unit was established in 2007 following a decision made by the Senior Emergency Policy Team, in order to ensure the viability of business continuity planning of the United Nations Secretariat, offices away from Headquarters and regional commissions, and for coordinating a common approach with the United Nations organizations located in New York. The funding of the Business Continuity Management Unit and the initial business

continuity management-related activities at Headquarters and offices away from Headquarters during 2007 was accommodated under the discretionary authority granted to the Secretary-General in General Assembly resolution 60/283. As no appropriations were approved for business continuity management-related activities for the biennium 2008-2009, the same funding arrangement was applied to accommodate the 2008 business continuity management-related requirements. The Business Continuity Management Unit resides within the Department of Management and is leading the business continuity management initiative in the United Nations Secretariat (see annex IV for the proposed organizational structure and staffing distribution). It is also responsible for the provision of guidance towards implementation of business continuity management at offices away from Headquarters and regional commissions, and coordinating with the New York-based funds and programmes. On the basis of information already provided through the pandemic preparedness process at Headquarters, the Business Continuity Management Unit is working closely with all departments of the Secretariat to develop business continuity plans. At the end of 2007, the Unit organized two workshops on business continuity management, covering all departments of the Secretariat, and including subject matter experts from the New York-based funds and programmes. Currently, the Unit is working closely with several departments on the implementation of business continuity management, facilitating interactive sessions where departments are able to identify their critical business processes and also guiding them through the other steps of business continuity management with the help of an information-gathering template.

33. Apart from Headquarters, the Business Continuity Management Unit is supporting business continuity management initiatives in offices away from Headquarters and regional commissions. It has facilitated the participation of staff from offices away from Headquarters and regional commissions in the UNICEF/UNDP global training roll-out on business continuity planning. This has afforded a selected number of administrative, information technology and security officers the opportunity to familiarize themselves with the business continuity planning methodology and thus provide support to their duty stations. The Business Continuity Management Unit is in continuous contact with offices away from Headquarters and regional commissions through teleconferences and other means and, above all, provides technical feedback for the development and implementation of business continuity plans.

IV. Relationship with ongoing reform initiatives

A. Enterprise risk management

34. An important aspect of managing an organization's overall risk, including its continuation as an ongoing concern, is its ability to effectively address business continuity and disaster recovery, particularly with respect to those business processes that are critical to the successful achievement of the organization's business objectives. The enterprise risk management and internal control framework as described in the report of the Secretary-General (A/62/701 and Corr.1 and Add.1) provides the overarching risk management framework and principles for the Organization. The report sets out the concept of an integrated framework for enterprise risk management and internal control that takes a systematic and holistic

approach to proactively identify, assess, evaluate, prioritize, manage and control risk across the Organization in order to increase the likelihood of achieving objectives.

35. Risk management and controls need to be aligned with the Organization's mandates and objectives and their underlying functions and activities throughout the Secretariat. This allows for systematic embedding of risk management into the decision-making processes and operations of the Organization. By applying a system for managing risk on an enterprise-wide basis, the Secretariat will be able to determine locally and globally which risks require remedy and the best way to mitigate them. In this context, business continuity management addresses continuity-related risks to which the Organization is vulnerable, and defines mitigation strategies and recovery objectives for critical business processes. Consequently, business continuity management would be undertaken within the proposed single integrated framework for risk management and internal control, and its efforts coordinated with the enterprise risk management framework within the Organization.

36. These risk management efforts will be articulated with the work done by the Department of Safety and Security regarding the assessment and management of safety and security risks for which a specific security risk model is applied.

B. Information and communications technology reform strategy and disaster recovery and business continuity for information technology

37. The report of the Secretary-General on information and communications technology security, disaster recovery and business continuity for the United Nations (A/62/477) covers the information technology component of disaster recovery and business continuity, except for the establishment of telecommuting capabilities, which was part of the report of the Secretary-General to ensure operational preparedness and business continuity in a protracted human influenza pandemic crisis (A/62/328).

38. The report of the Secretary-General on information and communications technology (A/62/477) proposes: (a) to put in place two major and centralized data centres, in the United Nations Logistics Base at Brindisi, Italy, and at a proposed secondary site; and (b) to transfer the current United Nations Headquarters data centre in the DC-2 Building to a facility in Long Island City. In other words, the report relates to the human resources, infrastructure and assets required to facilitate continuous telecommunications and safeguard the Organization's data to facilitate continuity of mission-critical operations.

39. In contrast, the present report of the Secretary-General on business continuity management focuses on the identification of business functions and processes of the various organizational units on which the Organization depends for carrying out its mandates and the identification of ways in which they can be resumed if interrupted. It also proposes the implementation and planning of mitigation activities to keep the impact of disruptive events to a minimum and protect the reputation of the Organization.

40. Continuity of operations cannot be guaranteed if the staff, facilities, vendors and support systems on which the Organization depends to perform its critical

business processes are not available. Given the heavy reliance of the modern work environment on information and communications technology, support systems are of particular importance to business continuity and are being treated individually. Information and telecommunications systems need to have the right technology and have the level of redundancy, resiliency and data safety that modern organizations require to ensure continuity of operations, including the possibility of offering telecommuting capabilities should access to facilities not be possible during any given period. The Business Continuity Management Unit will collaborate and coordinate closely with the Office of Information and Communications Technology to ensure that the disaster recovery and business continuity plan for information and communications technology meets the needs of the Organization and that technological interdependencies of mission-critical applications are adequate.

41. Given the complementarities and the close linkages between disaster recovery for information technology and business continuity management, the Secretariat has taken all the necessary steps to avoid any duplication or overlap between the two reports. Specifically, all budgetary requirements included in the present report that are related to information and communications technology have been reviewed by the relevant offices to ensure that the same requirements have not been put forward for consideration elsewhere.

42. The structure and strategy proposed in the report of the Secretary-General on information and communications strategy for the United Nations Secretariat (A/62/793 and Corr.1 and Add.1) constitute the backbone of the Organization's information technology systems and will ensure the continued operation of the global Secretariat during disasters or other organizational interruptions, specifically with regard to the information and communications technology aspects of business continuity and disaster recovery.

43. All the other elements of business continuity, as they relate to staff, facilities, vendors, telecommuting and other support systems, are covered in the present report. A strong functional relationship between the different elements of business continuity planning will be established as indicated in annex III. That will permit the identification of mutual dependencies and ensure that they are well articulated and adequately addressed.

C. Enterprise resource planning, customer relationship management and enterprise content management

44. A modern enterprise resource planning system will have a positive impact on the effectiveness of mitigation strategies for business continuity by ensuring higher reliability in automation and telecommunication capacity. The enterprise resource planning system proposed by the Secretary-General in his report on information and communications technology (A/62/510/Rev.1) will streamline and simplify processes by introducing global enterprise systems that are more efficient, flexible and rational, making it easier for the Organization to continue operations and restore the systems in case of serious disruption.

45. While globalization and consolidation of enterprise systems provide major business benefits, they also increase the challenge of maintaining high availability as any failure of the centralized infrastructure can have serious consequences. For example, failure of a wide area network link of an office can be equal to a total

outage, and the failure of a main data centre can lead to significant downtime. All key components for centralized applications must be designed for high availability, including redundancy of critical subsystems. This model has been clearly outlined in the report of the Secretary-General on disaster recovery and business continuity for information technology (A/62/477) with the proposal to create redundancy between the United Nations Logistic Base at Brindisi and a remote secondary active telecommunication facility (site B), as well as an optimized network able to support a high volume of traffic, provide redundancy in case of failure of the main link and handle sudden peaks in demand for remote access in case of a disaster.

46. By reducing the average time required for administrative processes, streamlining and integrating business processes, making them simpler, using greater automation, and bringing uniformity and compatibility, the transference of business processes from one location to another in case of business interruption or catastrophic loss will be facilitated. That, in turn, will reduce costs to the Organization and make the process of restoring critical support systems much faster.

47. Likewise, the enterprise content management system will make it possible for the Organization to safely store vital records for business continuity purposes and to reliably provide access to this documentation and information from any location. The migration of current systems to an enterprise content management platform will be prioritized based on the criticality of business continuity, among other factors.

48. The customer relationship management system will streamline, standardize and automate administrative processes, improving the quality and cost-effectiveness of services provided to end-users. The utilization of one central customer relationship management system throughout the Organization will make it easier to transfer business processes from one location to another in case of business interruptions. Collaboration applications included as part of these systems will provide a highly flexible environment enabling people to work closely and share knowledge towards common goals, deliverables and outcomes — both within the enterprise and beyond. The collaboration tools will allow teams to plan, collaborate, strategize, and make informed decisions.

D. Capital Master Plan

49. The level of complexity of the Capital Master Plan will definitively put the Organization's business continuity management system to the test and will help to raise the awareness of staff regarding the need to have business continuity plans in place. The implementation of telecommuting capabilities as part of the pandemic preparedness efforts will prove its usefulness should any unforeseen delays occur during the move of staff to swing space as it will allow relevant staff to continue critical operations from any location where a computer and Internet access are available. In addition, as departments will have identified their critical business processes as part of the implementation of business continuity management prior to the move, starting at the end of 2008, they will be better prepared to anticipate problems and mitigate the impact of the Capital Master Plan on their day-to-day activities. Close collaboration between the Business Continuity Management Unit and the Capital Master Plan will be critical for ensuring continuity of operations throughout its implementation.

V. Progress to date

50. In order to ensure the viability of the business continuity planning of the United Nations Secretariat, offices away from Headquarters and regional commissions, and to coordinate a common approach with the United Nations organizations located in New York, the Business Continuity Management Unit (see also para. 32 above), which was established during the second quarter of 2007 following a decision made by the Senior Emergency Policy Team, resides within the Department of Management. It currently consists of three temporary positions: Chief of the Unit; Business Continuity Management Specialist; and Administrative Assistant, funded under the Secretary-General's limited discretionary authority under General Assembly resolution 60/283.

51. The approach adopted by the Secretariat follows the five steps of the business continuity planning process as described in paragraph 21 of the present report: step 1. project initiation and policy establishment; step 2. risk assessment; step 3. business impact analysis; step 4. mitigation strategy development; step 5. plan implementation, testing and maintenance.

52. Regarding step 1, a policy statement on business continuity management was adopted by the Senior Emergency Policy Team at its meeting of 31 January 2008. It describes the aim of a Secretariat-wide business continuity planning process, its scope and way forward.

53. Based on initial work carried out by the different departments, offices away from Headquarters and regional commissions under the framework of pandemic preparedness planning, the Secretariat has been working closely and supporting, through the Business Continuity Management Unit, the improvement and finalization of business continuity plans at the required level. That work includes the development of a business continuity risk assessment (step 2), a business impact analysis for substantive organizational units in New York (step 3), and the development of mitigation strategies (step 4). In addition, various investments made by the Organization around the pandemic preparedness efforts, e.g., the implementation of telecommuting capabilities and the purchase of a web-based videoconferencing application, have equipped the Organization with some of the tools needed to strengthen its capacity to effectively face any potential threat. However, this capacity is still limited to the Headquarters level and also needs to be implemented uniformly at all offices away from Headquarters and regional commissions.

54. Business continuity management is a well-coordinated initiative in the Secretariat and New York-based funds and programmes. In March 2008, a Technical Working Group on Business Continuity Management was established. The Group includes business continuity focal points from New York-based funds and programmes, the Business Continuity Management Unit and other relevant Secretariat departments, to provide a forum to discuss approaches to business continuity management. One aim of the Working Group is to develop guidelines for a standardized multi-hazards approach to business continuity management at United Nations Headquarters. The Business Continuity Management Unit recently developed a working draft business continuity plan template, using a template developed by UNICEF and employed in the global UNICEF/UNDP business continuity management roll-out, as well as integrating aspects of the UNFPA

business continuity management template. Following the endorsement of the template through the Technical Working Group on Business Continuity Management, UNICEF and UNDP are now using the same draft template in their global roll-out. Furthermore, the Secretariat and New York-based funds and programmes are coordinating the conduct of business continuity management-related simulation exercises in order to test and maintain the plans (step 5 of the business continuity planning process).

55. In February 2008, upon request by the United Nations Office at Nairobi, the Secretariat organized a Business Continuity Management Unit mission that provided immediate support for the implementation of business continuity management, as the need for a thorough business continuity plan was highlighted by the events related to civil strife that disrupted their everyday business routines. Work progressed with the United Nations Office at Nairobi, the United Nations Environmental Programme (UNEP), and UN-Habitat. As a result, the United Nations Office at Nairobi implemented a draft version of a business continuity plan and UNEP and UN-Habitat began their business continuity management planning process. The mission also provided an opportunity to test the applicability of business continuity plan templates, revise the UNICEF template, and integrate best practice of the UNFPA approach. Similar missions were organized in May 2008 to support the implementation of business continuity management in the Economic Commission for Africa, in Addis Ababa, and the Economic Commission for Latin America and the Caribbean, in Santiago. Further missions are planned for 2009 to support other offices away from Headquarters and regional commissions. Meanwhile, technical support is provided via teleconferencing and e-mail.

56. Specifically, in the area of pandemic preparedness, progress has been made in various areas. Most of the activities mentioned below were implemented through the use of the Secretary-General's limited discretionary authority during 2007 and 2008.

(a) Headquarters

(i) The Standing Pandemic Preparedness Working Group was established in November 2007 to oversee the implementation of the pandemic preparedness plan for the United Nations system in New York. Since then, the Working Group has been meeting every quarter.

(ii) Telecommuting capability for 1,000 critical staff is being installed in New York and will be operational by the end of 2008.

(iii) Procurement of sufficient stocks of antiviral and other medication for treatment and prophylaxis based on the recommendation made by the United Nations Medical Directors was completed at Headquarters.

(iv) The United Nations Medical Directors influenza pandemic guidelines were updated.

(v) An internal communication strategy relating to pandemic influenza has been developed. This includes an awareness campaign through website/ Intranet, brochures, posters and staff briefings.

(vi) Pandemic-related training has been provided to United Nations psychosocial support networks (Staff Outreach Support (SOS) Providers, United Nations Staff Counsellor's Office).

(vii) A pandemic preparedness plan was developed.

(viii) A simulation exercise for Headquarters has been organized for the fourth quarter of 2008.

(b) United Nations Office at Geneva

(i) The United Nations Office at Geneva participated in two pandemic influenza simulation exercises conducted in 2008.

(ii) Citrix access to desktop from remote locations accessible to 250 staff members is currently being implemented and will be fully operational by the end of 2008.

(iii) Facility for short message service (SMS) warnings to all staff has been contracted and an emergency contact database has been established.

(iv) Interaction with other Geneva-based international organizations is ongoing, allowing for coordinated negotiations with relevant host and neighbouring country authorities.

(v) Non-medical supplies, including additional telecommunications equipment, beds, bedding, etc., have been procured.

(c) United Nations Office at Vienna

(i) The Vienna influenza pandemic plan was developed and externally reviewed by a professor of public health and an adviser from the Government of Austria.

(ii) Procurement of sufficient stocks of antiviral medication for treatment and prophylaxis based on the recommendation made by the United Nations Medical Directors was completed in Vienna, as well as procurement of stocks of protective equipment, masks, etc. Discussions were held with the officials of the Austrian Ministry of Health to ensure priority provision for United Nations staff members when a vaccine becomes available.

(iii) Telecommuting capacity expanded to 900 staff members at Headquarters and United Nations Office on Drugs and Crime field offices. Increased capability was achieved to enable system administrators to perform a wider variety of administrative functions and respond to technical problems in a timely fashion from remote locations.

(iv) Pandemic-related training has been provided for Vienna International Centre Medical Service staff.

(v) Pandemic-related information and links on the Vienna International Centre Medical Service website has been provided.

(d) United Nations Office at Nairobi

(i) A Pandemic Preparedness Team has been established and meets regularly to review status-of-preparedness activities. A Project Officer has been on board since December 2007 to lead the team. The pandemic preparedness plan is being adjusted to incorporate new guidelines and recommendations.

(ii) A dedicated facility for storage of medical and non-medical supplies for emergency/pandemic preparedness has been inaugurated and also houses the Pandemic Preparedness Unit.

(iii) The medical supplies required are being procured, antibiotics have already arrived and personal protective equipment, Tamiflu, body bags, surgical masks, needles and syringes are due to arrive in October 2008. The procurement was facilitated through UNICEF.

(iv) Non-medical supplies, such as office equipment, communication equipment and other supplies for emergency/pandemic preparedness (food, bedding, water and sanitation supplies), have also been procured in accordance with the budget plan.

(v) Interaction with United Nations colleagues responsible for preparedness measures and the Government of Kenya (National Task Force on Avian Influenza) has been ongoing.

(vi) Work is ongoing on the revision and improvement of an internal communication strategy relating to avian and human influenza (situation, prevention, preparedness). This includes a refreshed awareness campaign through website/Intranet, brochures, posters and staff briefings. Additionally, a survey is currently being undertaken to assess the level of awareness/ preparedness of United Nations staff in general.

(vii) Telecommuting capacity for 100 critical staff is being implemented.

(e) Economic Commission for Africa

(i) A pandemic preparedness plan for ECA has been developed.

(ii) Procurement of sufficient stocks of antiviral and other medications/ supplies for treatment and prophylaxis based on the recommendation made by the United Nations Medical Directors was completed.

(iii) An avian influenza focal point is being recruited to coordinate pandemic preparedness activities.

(f) Economic and Social Commission for Western Asia

(i) The Crisis Management Team Pandemic Preparedness Working Group was renominated in November 2007 to oversee the implementation of the pandemic preparedness plan for the United Nations system in Beirut. Since then, the Working Group has been meeting regularly.

(ii) The Pandemic Preparedness Plan was developed and updated according to United Nations Medical Directors influenza pandemic guidelines.

(iii) Procurement of sufficient stocks of antiviral and other medications/ supplies, including personal protective equipment for treatment and prophylaxis based on the recommendation made by the United Nations Medical Directors was completed.

(iv) Pandemic influenza awareness-raising sessions for staff were organized and will continue to be conducted on a yearly basis.

(v) Pandemic-related training has been provided to United Nations psychosocial support networks (Peer Helpers/SOS Providers, United Nations Staff Counsellor, critical staff members and members of the Crisis Management Team).

(vi) Telecommuting capacity for 110 critical staff is being implemented.

(g) Economic and Social Commission for Asia and the Pacific

(i) Telecommuting capability (tokens and Citrix licences) for 25 critical staff were purchased and installed.

(ii) A pandemic preparedness plan for Thailand has been developed.

(iii) A simulation exercise for Thailand was developed and conducted in the fourth quarter of 2007.

(iv) A Pandemic Response Team has been created, comprising 1 Medical Officer, 1 Nurse and 32 Security Officers.

(v) The Medical Officer has been reviewing and updating the contingency plan for Thailand as part of the Disaster Management Team, which meets regularly and oversees the implementation of the contingency plan.

(vi) United Nations Medical Directors influenza pandemic guidelines were prepared and are being updated as necessary.

(vii) Sufficient stock of antiviral and other medication for treatment and prophylaxis based on the recommendations made by the United Nations Medical Directors has been purchased.

(viii) Sufficient stock of personal protective equipment has been purchased for critical staff whose work involves high-risk exposure.

(ix) A list of medical doctors and nurses in United Nations agencies in Thailand has been prepared to utilize their services at the onset of a pandemic.

(h) Economic Commission for Latin America and the Caribbean

(i) A pandemic preparedness plan for ECLAC has been developed.

(ii) Procurement of sufficient stocks of antiviral and other medications/ supplies including personal protective equipment for treatment and prophylaxis based on the recommendation made by the United Nations Medical Directors, was completed.

(iii) Emergency communications have been enhanced.

(iv) Most of the critical staff has already been issued telecommuting kits duly equipped with respective software and training.

(v) Pandemic influenza awareness-raising sessions for staff were organized and will continue to be conducted on a yearly basis.

(vi) Back-up generators have been procured.

(vii) Fuel tanks have been refurbished.

(viii) A complete disaster response set, including food rations, cots and survival kits, has been equipped.

VI. Timetable for implementation of business continuity management

57. The proposed implementation of business continuity management will require the establishment of a clear organizational structure that takes into account the necessary links with enterprise risk management, the capital master plan, the information and communications technology strategy and related programmes at Headquarters, a network of business continuity focal points within offices away from Headquarters and regional commissions, and close cooperation with New York-based funds and programmes.

58. Regarding reporting requirements, the status of business continuity planning within the Secretariat would be part of the Organization's report to the Management Committee, the Secretary-General and the General Assembly on the overall state of risk management, control assessment and monitoring activities.

A. Implementation plan

59. Efforts during the course of 2008 will be focused on the development of basic business continuity plans in all the departments, offices away from Headquarters and regional commissions at the required level. Once the plans are completed, inter- and intra-departmental dependencies will be analysed and harmonized with the various departments concerned. From 2009 onwards, these plans will need to be regularly tested, fine-tuned and maintained and the staff involved in their implementation will need to receive adequate training. In addition, there will need to be a review of risk assessments and business impact analysis, and mitigation strategies that are identified during the planning stage will need to be implemented. Since the context in which the Organization operates and the risks it faces are of a dynamic nature, business continuity management needs to be established as a sustainable system.

60. In order to ensure quality control and quality improvement measures, benchmarking against business continuity management systems in place within other comparative organizations will be conducted during the biennium 2010-2011.

B. Training in business continuity management

61. The Organization needs to ensure that business continuity management becomes part of its values and of effective management. Embedding business continuity management within the Organization will require the development of a training programme for managers, business continuity focal points and staff who are responsible for implementing critical business processes in Headquarters, offices away from Headquarters and regional commissions. This training programme will be developed in conjunction with the Office of Human Resources Management, with technical inputs from the Business Continuity Management Unit. It will consist of a series of training workshops and the development of modules for a "train the trainer" programme.

VII. Organizational benefits

62. When fully implemented, the business continuity management strategy will result in significant improvements in the level of readiness of the Secretariat in the delivery of its critical functions when facing a serious disruption, making it possible to continue operations, deliver its mandate and provide services to Member States, staff members and other stakeholders.

63. The functioning of the Business Continuity Management Unit will strengthen the Organization's capacity to continue mission-critical operations in case of major disruptions, mitigating their impact and contributing towards the development of a more resilient Organization.

64. The identification of critical business processes and the development of mitigation strategies to ensure continuity of operations will have a direct impact in the reduction of financial and reputation losses. Recovery from unanticipated business disruptions can have a much higher cost and a negative impact on productivity and levels of efficiency.

VIII. Resource requirements

65. Tables 1 and 2 below summarize all costs associated with the implementation of business continuity management in the United Nations during 2009. They include costs of 12 new posts (1 P-5, 4 P-4, 4 P-3, 1 General Service (Other level), and 2 General Service (local level)) necessary to implement and maintain business continuity management activities, contractual services, equipment, training and general operating expenses.

66. Business continuity management-related requirements proposed to be financed from the programme budget for the biennium 2008-2009 are estimated at $4,692,400. A preliminary review of expenditures for the biennium 2008-2009 leads the Secretariat to assume that it would be possible to accommodate some of those requirements, in an estimated amount of $973,200, from within existing appropriations. Consequently, the net additional requirements would amount to $3,719,200.

67. Bearing in mind that the General Assembly will be considering adjustments to the programme budget for the biennium for 2008-2009 during its deliberations on the budget performance reports, it is proposed at this stage, that these requirements be approved under a commitment authority, to be reported in the context of the second performance report for the biennium 2008-2009.

68. For the biennium 2010-2011, all costs related to business continuity planning will be incorporated in the regular budget planning process. The total cost for the biennium 2010-2011, including the delayed impact, is estimated at $6.5 million.

Table 1
Summary by object of expenditure

Resource requirements for the biennium 2008-2009 (at 2008-2009 rates)

	Resources (thousands of United States dollars)				
Object of expenditure	*Initial appropriation 2008-2009* 1	*Change* 2	*To be met from within existing appropriations* 3	*Net change* 4 = (2 - 3)	*Revised 2008-2009 estimate* 5 = (1 + 4)
Posts	889 138.5	860.6	—	860.6	889 999.1
Other staff costs	243 746.8	53.3	(24.3)	29.0	243 775.8
Consultants and experts	21 354.0	489.0	(142.0)	347.0	21 701.0
Travel of representatives	2 077.4	—	—	—	2 077.4
Travel of staff	27 643.2	117.5	(47.5)	70.0	27 713.2
Contractual services	106 612.2	554.8	(111.6)	443.2	107 055.4
General operating expenses	266 115.1	1 301.6	(373.1)	928.5	267 043.6
Hospitality	474.5	—	—	—	474.5
Supplies and materials	28 940.5	70.6	(31.4)	39.2	28 979.7
Furniture and equipment	58 323.9	1 117.3	(243.3)	874.0	59 197.9
Improvement of premises	5 867.2	—	—	—	5 867.2
Grants and contributions	78 794.7	—	—	—	78 794.7
Other	461 366.0	127.7	—	127.7	461 493.7
Total	**2 190 454.0**	**4 692.4**	**(973.2)**	**3 719.2**	**2 194 173.2**

Table 2
Summary by section

Resource requirements for the biennium 2008-2009 (at 2008-2009 rates)

		Resources (thousands of United States dollars)				
Budget section		*Initial appropriation 2008-2009* 1	*Change* 2	*To be met from within existing appropriations* 3	*Net change* 4 = (2 - 3)	*Revised 2008-2009 estimate* 5 = (1 + 4)
3.	Political affairs	495 609.2	34.0	(34.0)	—	495 609.2
17.	Economic and social development in Africa	119 798.2	613.8	(520.5)	93.3	119 891.5
18.	Economic and social development in Asia and the Pacific	83 926.4	308.0	(308.0)	—	83 926.4
20.	Economic and social development in Latin America and the Caribbean	104 445.0	221.8	—	221.8	104 666.8
21.	Economic and social development in Western Asia	58 107.5	600.5	(26.5)	574.0	58 681.5
27.	Public information	184 000.5	285.0	(31.0)	254.0	184 254.5
28C.	Office of Human Resources Management	70 688.1	132.4	—	132.4	70 820.5
28D.	Office of Central Support Services	236 300.1	1 670.9	—	1 670.9	237 971.0
28E.	Administration, Geneva	112 185.0	142.9	(9.9)	133.0	112 318.0
28F.	Administration, Vienna	39 019.8	234.7	—	234.7	39 254.5
28G.	Administration, Nairobi	27 838.9	277.4	—	277.4	28 116.3
33.	Safety and security	197 169.3	43.3	(43.3)	—	197 169.3
35.	Staff assessment	461 366.0	127.7	—	127.7	461 493.7
Total		**2 190 454.0**	**4 692.4**	**(973.2)**	**3 719.2**	**2 194 173.2**

IX. Conclusions and recommendations

69. As the nature of business continuity risks has changed dramatically in the past few years, the Organization cannot continue to wait to address and manage these risks so that their potential impact can be mitigated. Until recently, the Organization has had a predominately reactive approach and has not taken advantage of preventative control measures. Business continuity management, under the overall framework of enterprise risk management, provides the Organization with the necessary elements to identify critical business functions and processes and determine the right set of mitigation strategies that can ensure minimum disruption and fast recovery of operations, improve the Organization's performance and either prevent or reduce the potential exposure to financial or reputation losses. Business continuity management constitutes a complement of the information and communications strategy and disaster recovery and business continuity for

information technology, and can substantively contribute to supporting management reform and modernizing the Organization.

X. Actions to be taken by the General Assembly

70. **The General Assembly is requested to:**

(a) **Endorse the overall approach relating to business continuity management contained in the present report;**

(b) **Note that of the total additional requirements of $4,692,400 for the biennium 2008-2009, the amount of $973,200 will be accommodated from within the overall resources appropriated for the biennium 2008-2009;**

(c) **Approve the establishment of the proposed 12 new posts necessary to implement and maintain business continuity management activities;**

(d) **Approve a commitment authority for the net additional resource requirements amounting to $3,719,200 for the biennium 2008-2009 under section 17, Economic and social development in Africa ($93,300); section 20, Economic and social development in Latin America and the Caribbean ($221,800); section 21, Economic and social development in Western Asia ($574,000); section 27, Public information ($254,000); section 28C, Office of Human Resources Management ($132,400); section 28D, Office of Central Support Services ($1,670,900); section 28E, Administration, Geneva ($133,000); section 28F, Administration, Vienna ($234,700); section 28G, Administration, Nairobi ($277,400); and section 35, Staff assessment ($127,700), to be offset by a corresponding amount under income section 1, Income from staff assessment, of the programme budget for the biennium 2008-2009;**

(e) **Note that the requirements for business continuity planning and management for future bienniums will be incorporated in the proposed programme budgets.**

Annex I

Terms of reference of the Senior Emergency Policy Team

1. The Senior Emergency Policy Team was established on 27 September 2001 in accordance with a memorandum of the Chef de Cabinet of the Secretary-General, then known as the Senior Emergency Management Group.

2. The main purpose of the Team is "to deal with major emergency situations at United Nations Headquarters that may arise in the future". The Team, the composition of which was revised on 17 February 2005, consists of:

Chef de Cabinet (Chairperson)

Under-Secretary-General for Management (Alternate chairperson)

Under-Secretary-General for General Assembly and Conference Management

Under-Secretary-General for Legal Affairs, the Legal Counsel

Under-Secretary-General for Public Information

Under-Secretary-General for Political Affairs

Under-Secretary-General for Safety and Security

Under-Secretary General for Peacekeeping Operations

Administrator, United Nations Development Programme

Executive Director, United Nations Children's Fund

Assistant Secretary-General for Central Support Services

Assistant Secretary-General for Human Resources Management.

3. In the absence of any member, a designated alternate may participate in the meetings and related activities of the Senior Emergency Policy Team. Heads/representatives of other departments, funds and programmes may be invited to join the Team as required by the circumstances of the specific situation.

4. In discharging its responsibilities, the Senior Emergency Policy Team will:

(a) Directly report and provide advice to the Secretary-General on any political questions arising from any emergency situation;

(b) Make policy decisions with respect to recommendations made by the Emergency Task Force regarding emergency preparedness and preventive measures against any possible threat scenarios;

(c) Act as a standing body with the authority to direct the allocation of necessary resources for any office in support of measures that have been identified as priority corporate measures;

(d) Communicate decisions to the Crisis Operations Group on operational issues, matters relating to security and safety of staff, as well as those relating to intergovernmental and other meetings;

(e) Meet once every three months to make an assessment of the threat situation and to respond to any ongoing issues that may arise. It may also meet as and when it deems necessary.

5. The Senior Emergency Policy Team is responsible for immediate policy decisions required to deal with the particular impact of a crisis. Decisions such as the continuation of scheduled meetings and conferences, the suspension of routine operations, extraordinary procurement mandates, and formal requests to the host country authorities for assistance are examples of issues that may need to be addressed by the Team.

6. Depending on the nature of the threat or emergency, the Senior Emergency Policy Team will operate out of the "Map Room" on the 38th Floor, Conference Room B, or an alternative location away from the Headquarters site, with the members being notified accordingly.

Annex II

Terms of reference of the Crisis Operations Group

1. The Crisis Operations Group is responsible for operational decisions and their implementation in accordance with the policy directives of the Senior Emergency Policy Team. It comprises personnel from key administrative and support functions of Headquarters as follows:

Under-Secretary-General for Safety and Security (Chairperson)

Office of Human Resources Management, including the Medical Service

Office of the Controller

Office of Legal Affairs

Department of Public Information

Department of General Assembly and Conference Management

Facilities and Commercial Services Division, Office of Central Support Services

Information Technology Services Division, Office of Central Support Services

Procurement Division, Office of Central Support Services

Department of Peacekeeping Operations

Chief, Safety and Security Service, Headquarters

United Nations Development Programme

United Nations Children's Fund

United Nations Population Fund.

2. The Crisis Operations Group may co-opt staff members from other offices/units as necessary, depending on the nature of the crisis.

3. For each member of the Crisis Operations Group, alternates need to be designated, in the event that Group members become casualties in a major emergency incident, or are otherwise unavailable.

4. The following are the main tasks of each of the members of the Crisis Operations Group:

(a) The Office of Human Resources Management is responsible for keeping staff informed and for providing information and data on staffing, guidance to the Chairperson of the Crisis Operations Group on communications with the staff, and briefing/counselling services to the staff of the Organization. The Medical Service coordinates with host authority, governmental and private sector resources and takes appropriate actions on health issues. The Service assists in providing trauma support services to staff of the Organization, and keeps the Crisis Operations Group fully informed about medical matters;

(b) The Office of the Controller is responsible for maintaining essential financial transactions and key financial management functions. It provides guidance to the Chairperson of the Crisis Operations Group on financial matters;

(c) The Office of Legal Affairs is responsible for providing legal advice and counsel to the Chairpersons of the Senior Emergency Policy Team and the Crisis Operations Group;

(d) The Department of Public Information will continue to carry out public information activities, to ensure the speediest recording and wide dissemination of statements and briefings or other activities by the Secretary-General, United Nations bodies or senior officials, using secondary studios and ad hoc newsrooms, as necessary. It will also establish press facilities and a briefing area for media at the location to which operations have been relocated;

(e) The Department for General Assembly and Conference Management is responsible for the provision of essential services to support meetings, on an as available basis in an emergency. The Security Council Affairs Division will advise the Chairperson of the Crisis Operations Group on support for the Security Council, in consultation with the Department;

(f) The Facilities and Commercial Services Division is responsible for the proper functioning of physical infrastructure systems and facilities throughout the complex. It advises the Chairperson of the Crisis Operations Group on the impact of an event on the infrastructure and makes recommendations on the viability of returning to normal operational conditions;

(g) The Information Technology Services Division is responsible for servicing computer and telecommunications functions on a 24-hour basis, including the maintenance of leased lines and satellite communications;

(h) The Procurement Division arranges for the urgent procurement of goods and services related to mission critical functions;

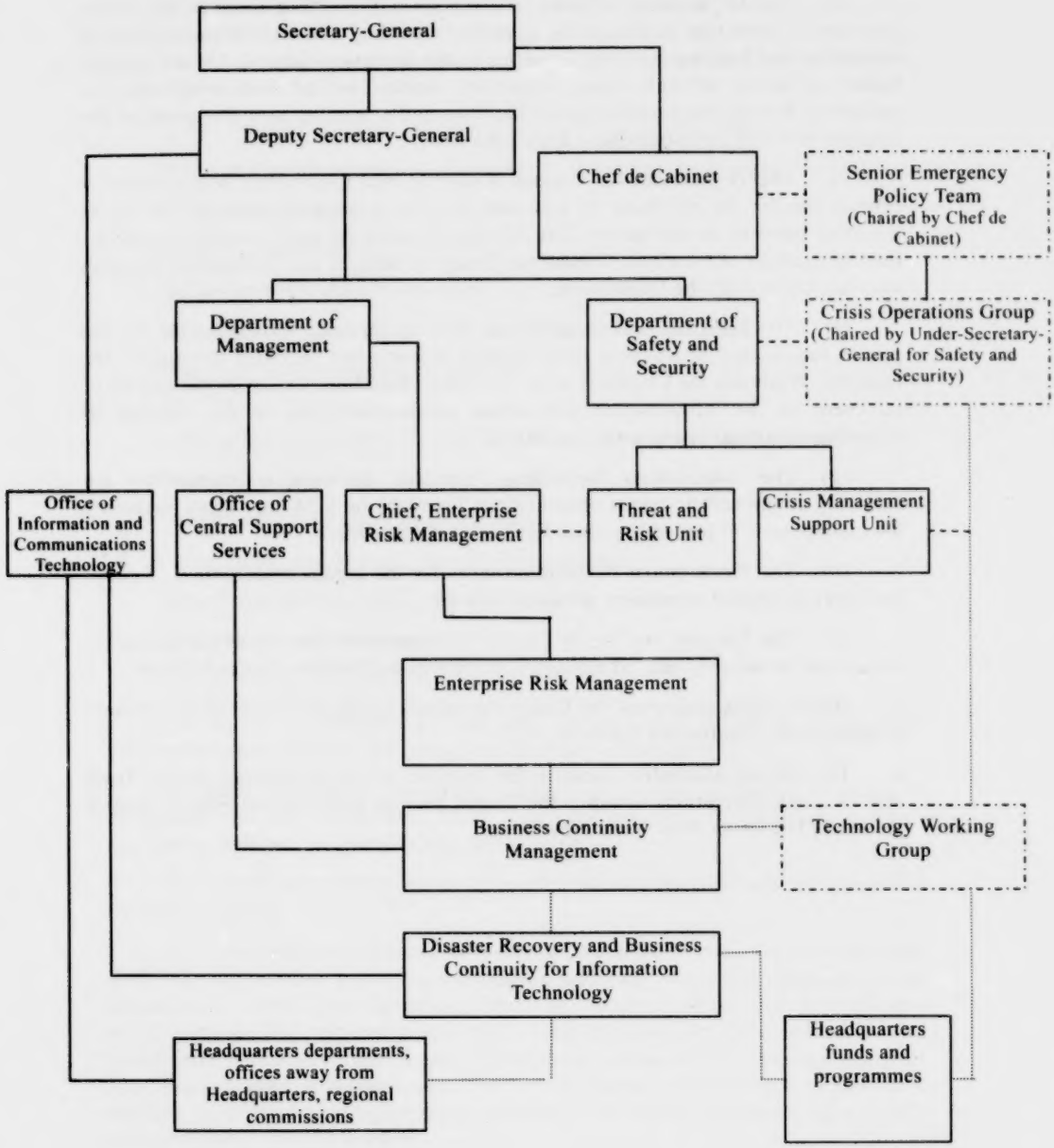
(i) The Security and Safety Service is responsible for immediate life/safety issues and for security-related matters. It maintains the Security Control Centre.

5. During crisis situations, the Crisis Operations Group will meet in the primary meeting room, Conference Room A.

6. The off-site alternative location for both the Senior Emergency Policy Team and the Crisis Operations Group is the United Nations International School, located at 24-50 FDR Drive, New York, New York.

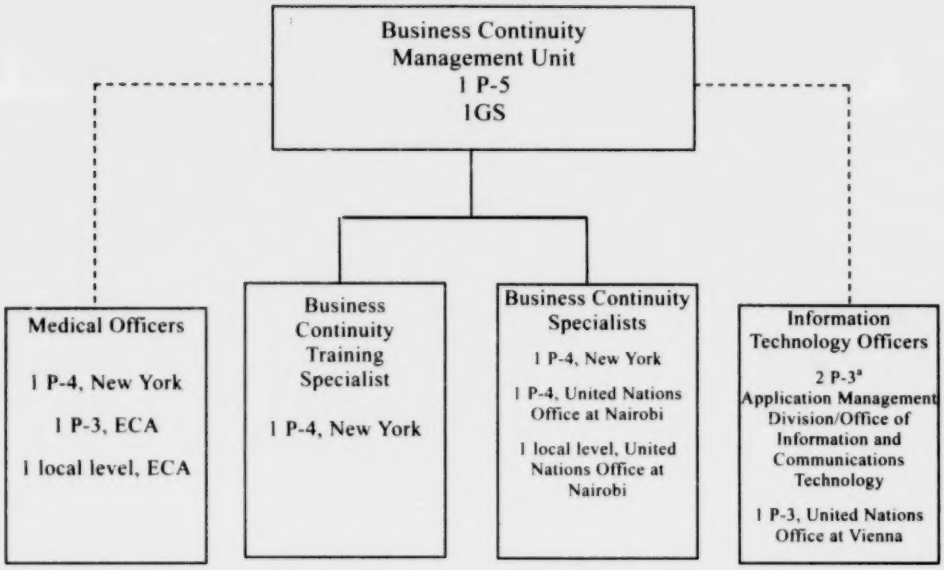
Annex III

Proposed organizational framework


Secretary-General
Deputy Secretary-General
Chef de Cabinet
Senior Emergency Policy Team (Chaired by Chef de Cabinet)
Department of Management
Department of Safety and Security
Crisis Operations Group (Chaired by Under-Secretary-General for Safety and Security)
Office of Information and Communications Technology
Office of Central Support Services
Chief, Enterprise Risk Management
Threat and Risk Unit
Crisis Management Support Unit
Enterprise Risk Management
Business Continuity Management
Technology Working Group
Disaster Recovery and Business Continuity for Information Technology
Headquarters departments, offices away from Headquarters, regional commissions
Headquarters funds and programmes

Annex IV

Proposed organizational structure and staffing distribution of the Business Continuity Management Unit


Business Continuity Management Unit
1 P-5
1GS
Medical Officers
1 P-4, New York
1 P-3, ECA
1 local level, ECA
Business Continuity Training Specialist
1 P-4, New York
Business Continuity Specialists
1 P-4, New York
1 P-4, United Nations Office at Nairobi
1 local level, United Nations Office at Nairobi
Information Technology Officers
2 P-3[a]
Application Management Division/Office of Information and Communications Technology
1 P-3, United Nations Office at Vienna

[a] Posts to be placed in Office of Information and Communications Technology, as part of the transfer/integration of information technology resources proposed in the addendum to the report of the Secretary-General (A/62/793/Add.1).